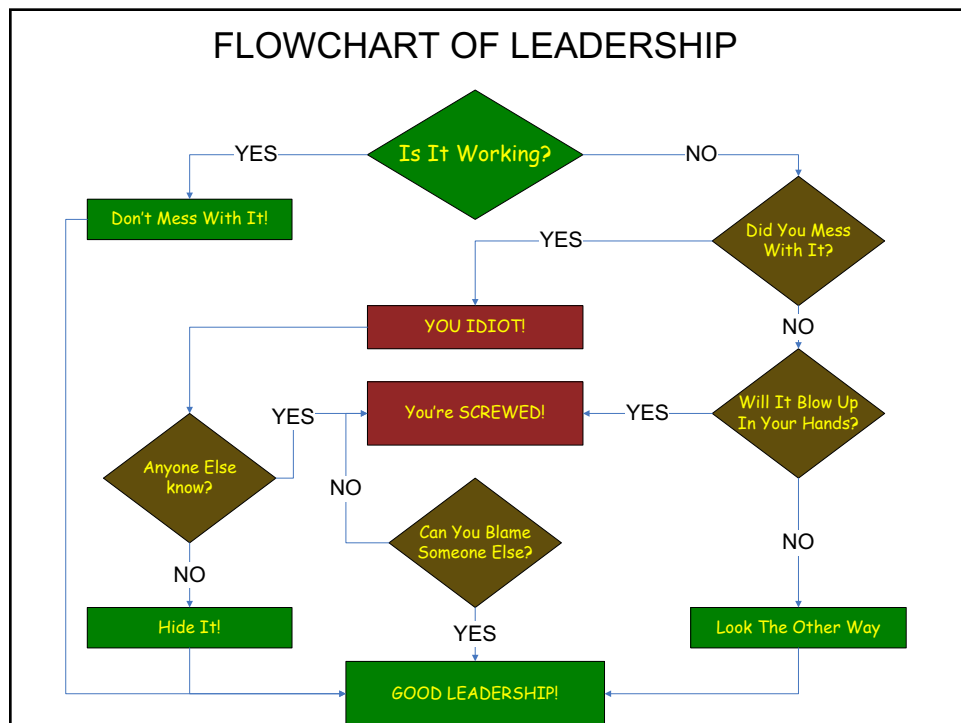
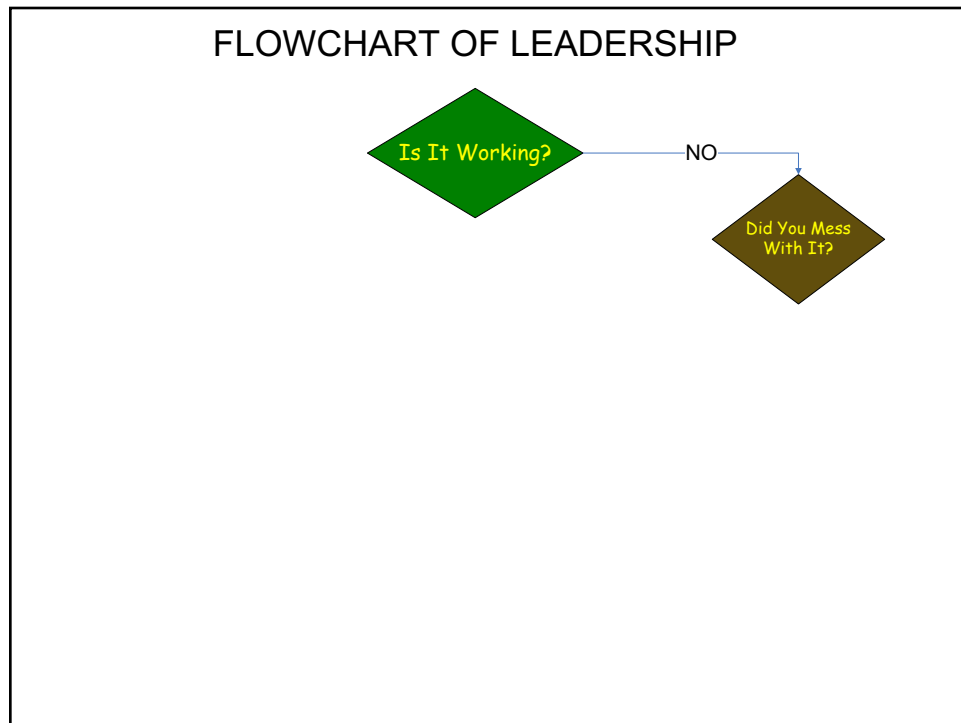




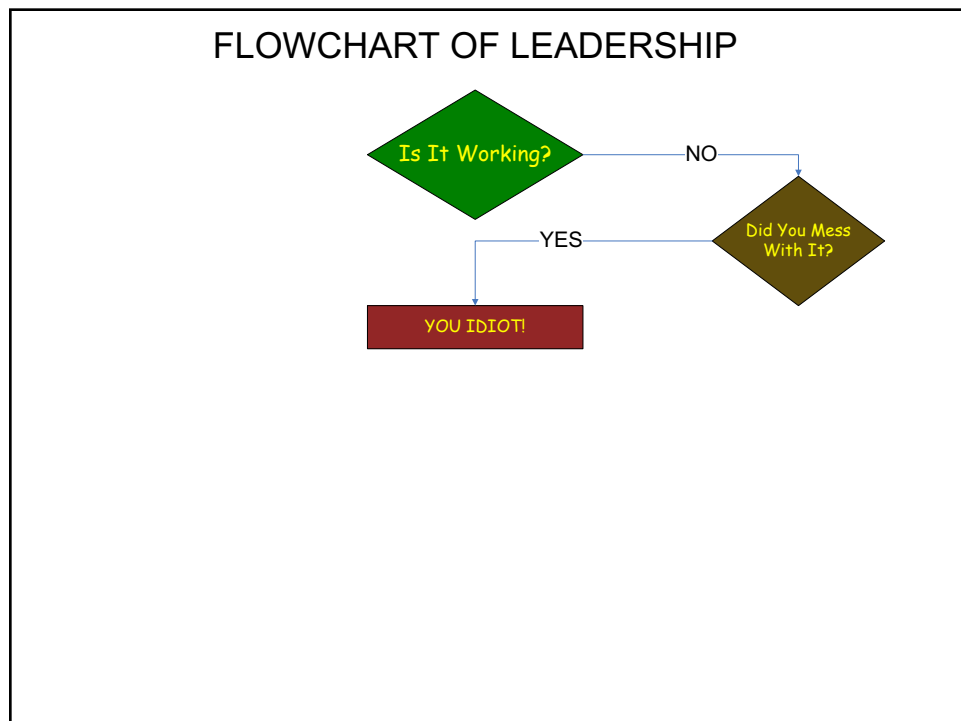
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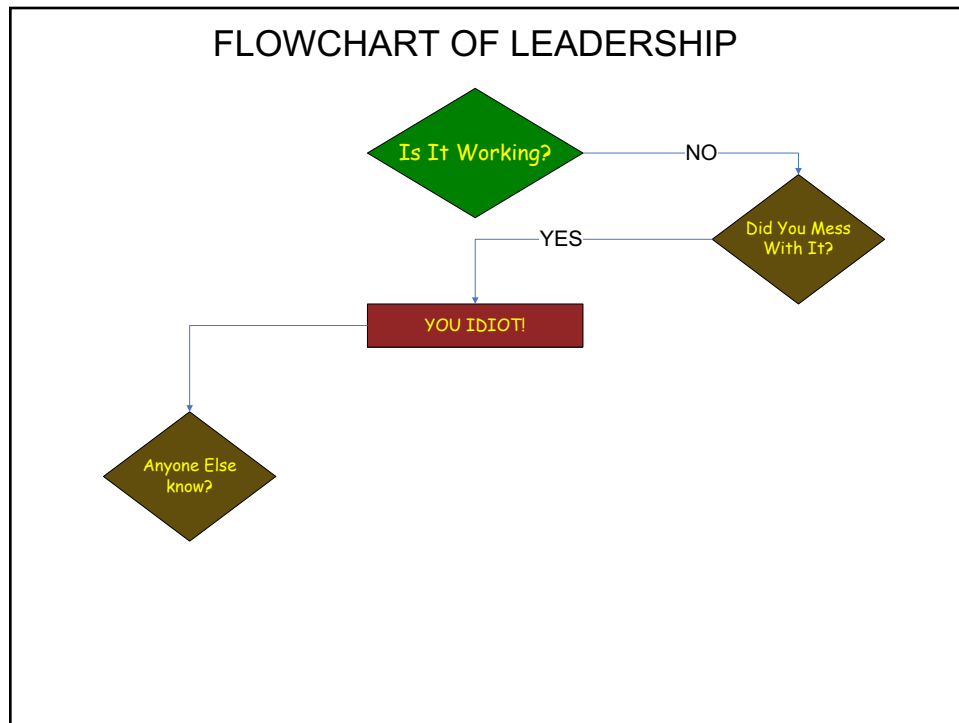
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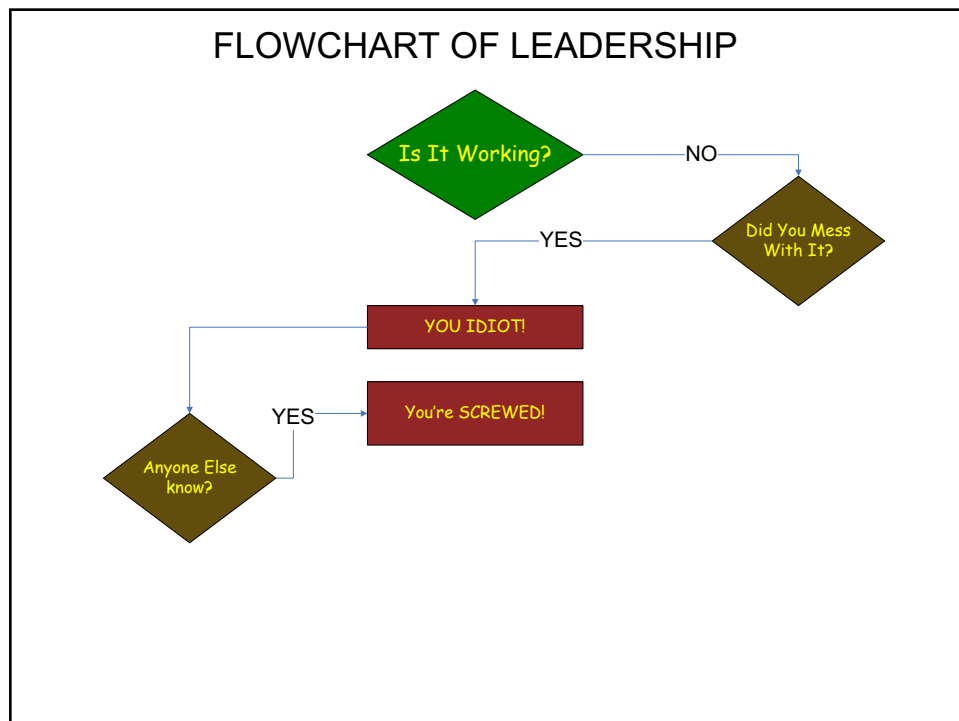
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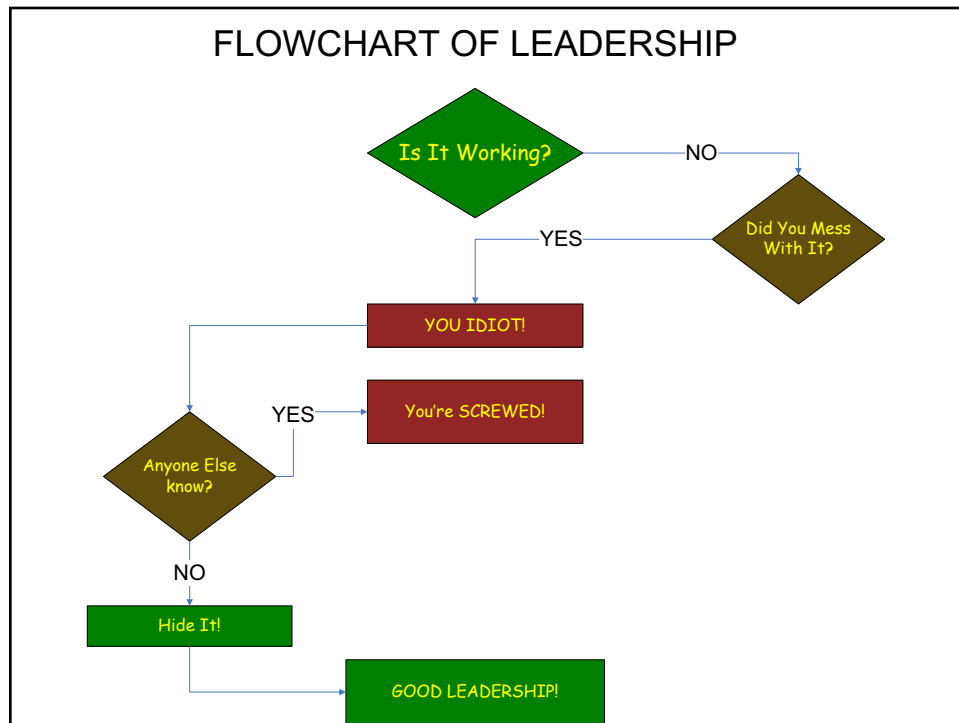
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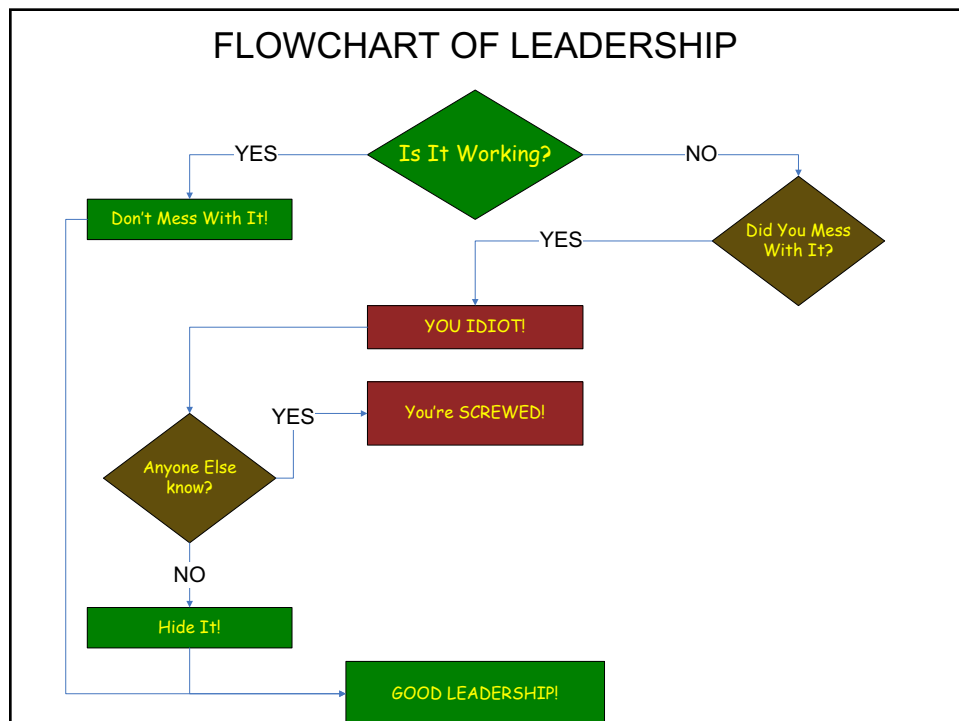
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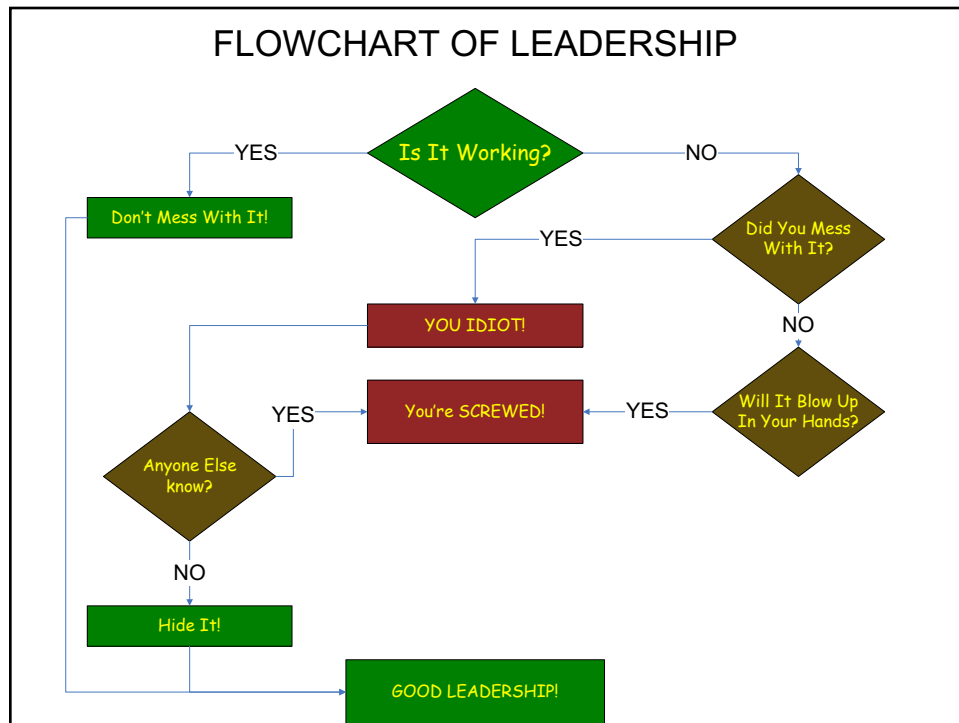
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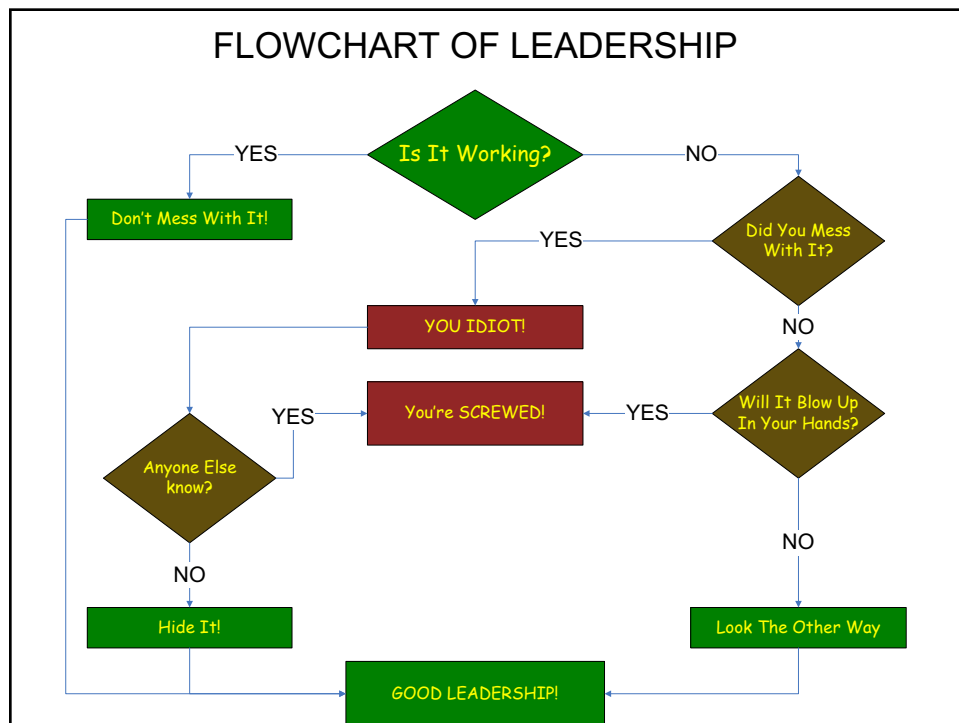
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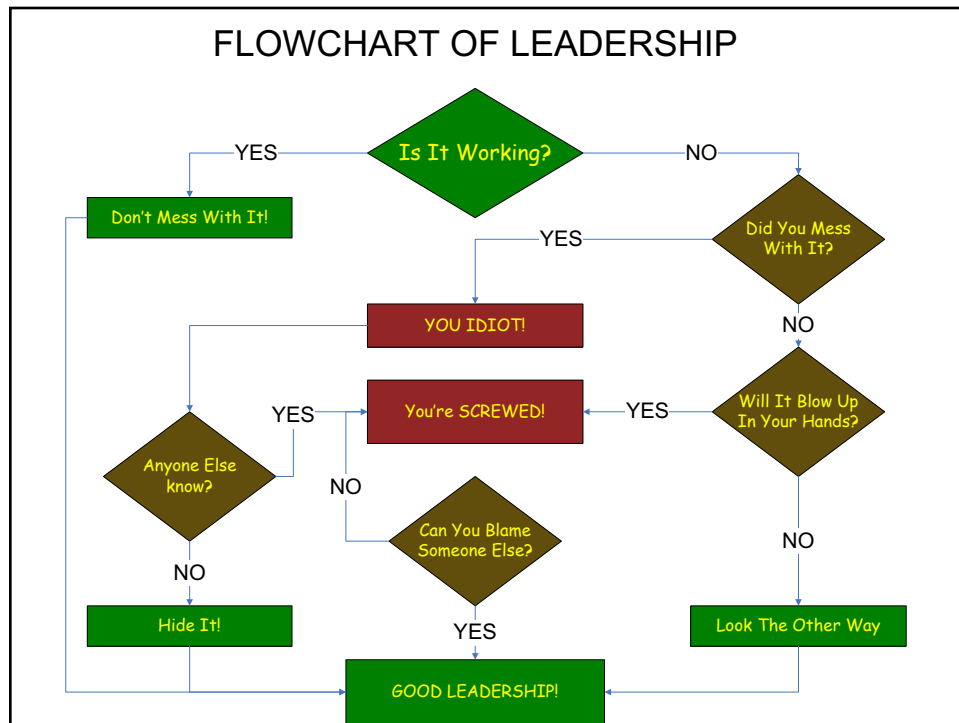
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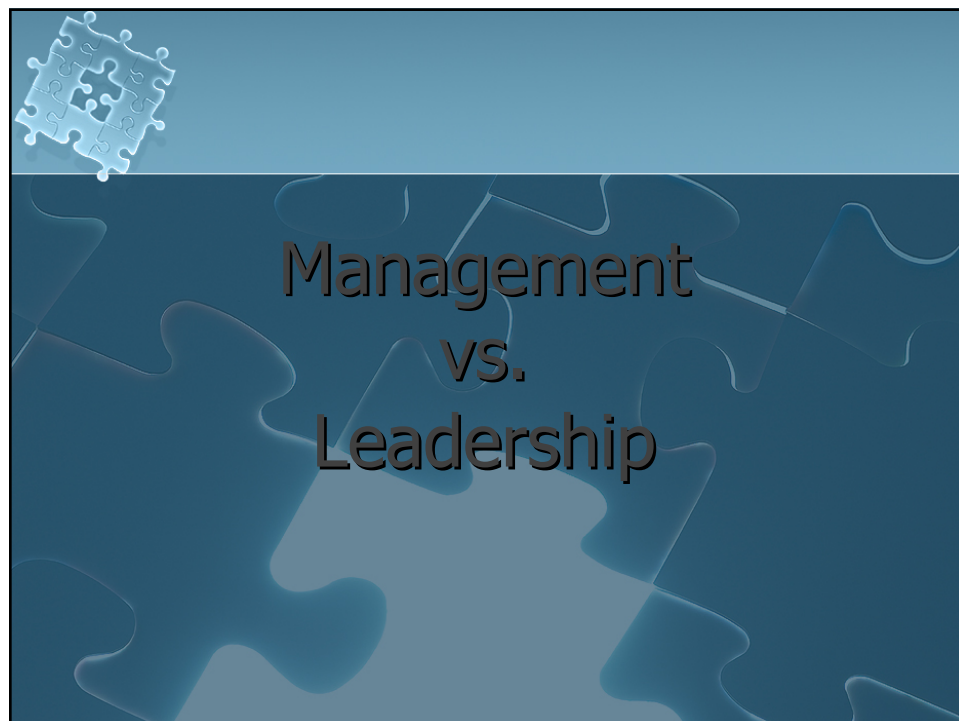
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## What Is Leadership?

"Leadership is the art of getting someone else to do something you want done because he wants to do it." *Dwight D. Eisenhower*

"Leadership is a combination of strategy and character. If you must be without one, be without the strategy." *Gen. H. Norman Schwarzkopf*

"The ultimate leader is one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability." *Fred A. Manske, Jr.*

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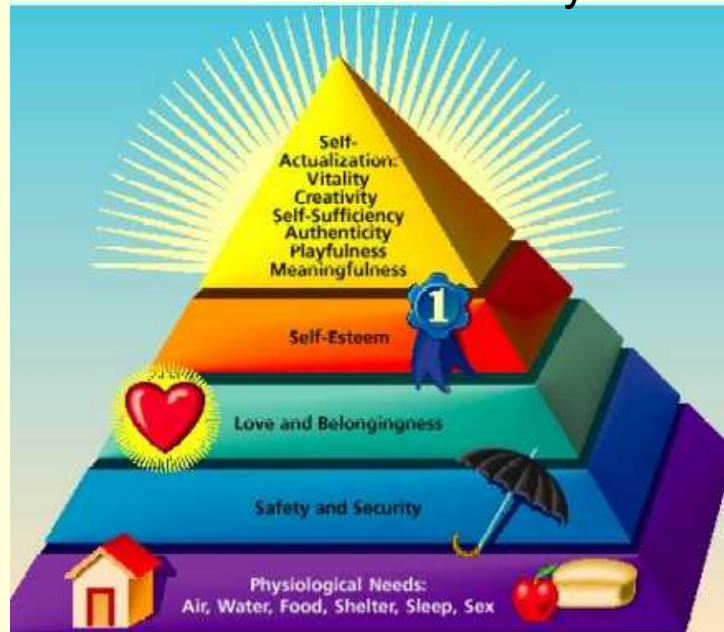
## 2 Leadership Golden Rules

- Everything that used to be funny, will not be funny anymore.
- If they ask you, start with no, because if it was **yes**, they would never ask you in the first place.

» Mike Coker, Leadership for Challenging Times

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## Abraham Maslow's Hierarchy of Needs



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## Theory



Douglas McGregor

- **Theory X** - “The belief that people in organizations fundamentally disliked work and would avoid it if they could”
- Most Employees:
  - Feared taking responsibility
  - Craved security
  - Badly needed direction
  - People must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort toward achieving goals.

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## Theory



Douglas McGregor

- **Theory Y** – “Most employees take an interest in work, as “natural as play or rest”
- Most Employees:
  - Are creative and ingenious
  - People will accept and even seek responsibility
  - Set own goals to align with the organization (intrinsic)
- What motivated this young man?

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## Management

- "Teamwork is a lot of people doing what I say." -Marketing executive, Citrix Corporation
- "We know that communication is a problem, but the company is not going to discuss it with the employees." -Switching supervisor, AT&T Long Lines Division

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## Management

One day my Boss asked me to submit a status report to him concerning a project I was working on. I asked him if tomorrow would be soon enough. He said, "If I wanted it tomorrow, I would have waited until tomorrow to ask for it!" (New business manager, Hallmark Greeting Cards.)

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## Leadership Attributes – My top 6

- Positive Attitude
- Integrity
- Comfortable with Positive Change (& Drive it)
- Good Time Management
- Problem-Solver
- Developing People

22

## Positive Attitude

- The pessimist complains about the wind
- The optimist expects it to change
- The leader adjusts the sails



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## Positive Attitude

- Have a staff member or multiple members with a poor attitude? Try looking at yourself
- The Sawyer Effect
  - Slapping paint on a fence isn't a grim chore, it's a fantastic privilege!
- Life is 10% what happens to me and 90% how I react to it
- How hard is it to get into a good mood?

» ('80's Movie - Say Anything)

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## Integrity

- Are you the same person no matter who you are with (or when you're by yourself)?
- Do you make decisions that are best for others when another choice would benefit you?
- Are you quick to recognize others for their efforts and contributions to your success?

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## Leadership Attributes – My top 6

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## Comfortable With Positive Change

- When you're through changing, you're through!
- Who Moved My Cheese? (Dr. Spencer Johnson)
- Tradition resists change
- Not all change is improvement...but without change there can be no improvement.

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## Leadership Attributes – My top 6

- Positive Attitude
- Integrity
- Comfortable with Positive Change
- **Good Time Management**
- Problem-Solver
- Developing People

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## Good Time Management

- Lion Tamer
- Fire-fighting
  - Intellectuals solve problems; geniuses prevent them – Albert Einstein
- Resources to keep you organized
- The good is the enemy of the best

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## Leadership Attributes – My top 6

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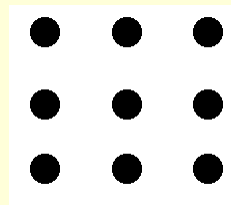


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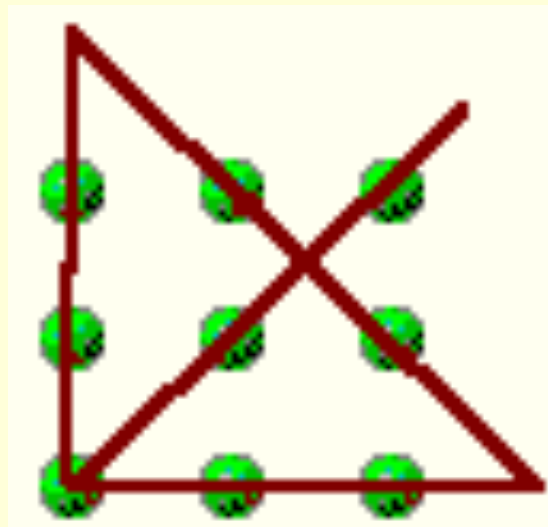
## Problem Solver

- A test of a leader is the ability to recognize a problem before it becomes an emergency
- My problem is *NOT* my problem
- You can judge a leader by the size of the problems they tackle.
- Nine Dots

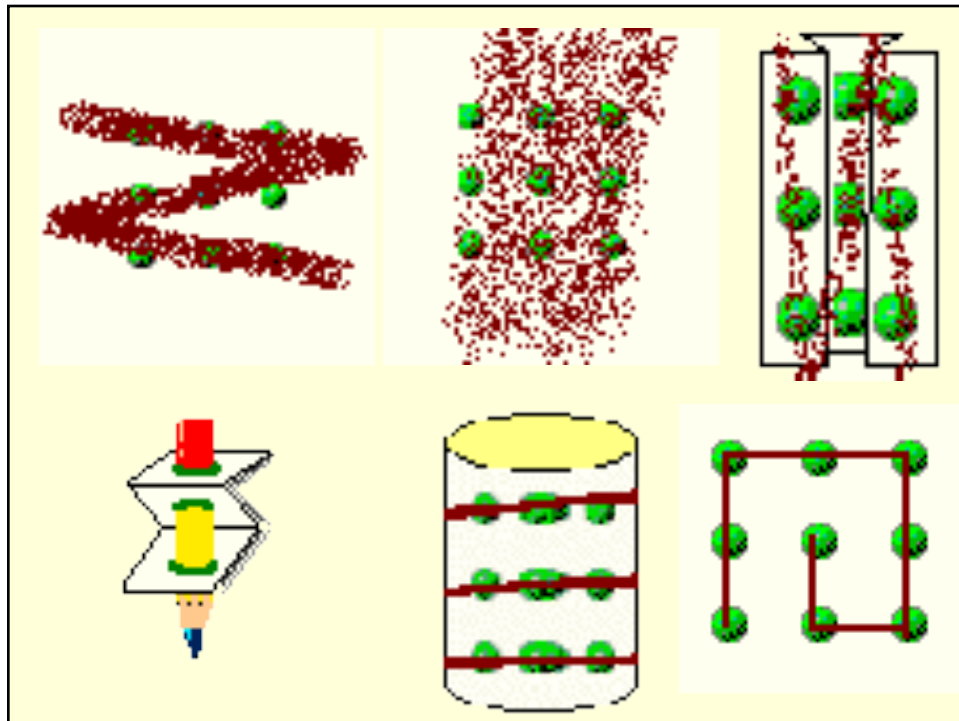
Connect the 9 dots with 4 straight lines without lifting your pencil



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## Leadership Attributes – My top 6

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## Develop People

- Guy Ferguson:
  - To know how to do a job is the accomplishment of labor;
  - To be available to tell others is the accomplishment of the teacher;
  - To inspire others to do better work is the accomplishment of management;
  - To be able to do all three is the accomplishment of true leaders.

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## Develop People

- People do not care how much you know until they know how much you care
- Create an environment free from influences that de-motivate. Children going to school?
- Am I a good listener? (handout)
- A good leader trains his employees to surpass him in skill

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## Make Your Own Stupid Motivational Poster!

- <http://diy.despair.com/motivator.php>
- <http://bighugelabs.com/motivator.php>
- <http://wigflip.com/automotivator>

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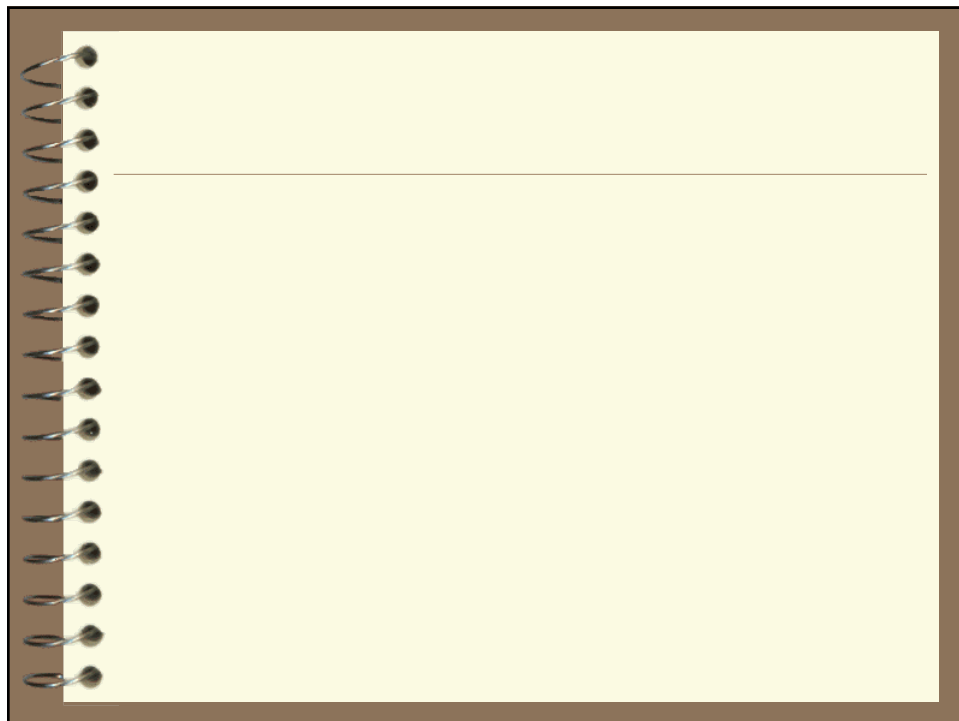


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